



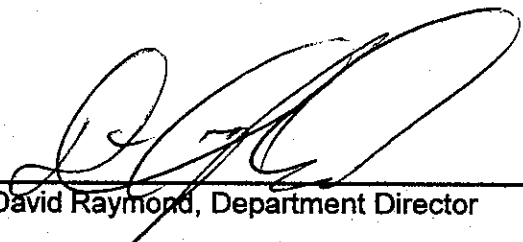
Departmental Business Plan and Outlook

Department Name: Homeless Trust

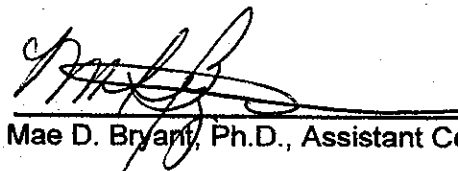
Fiscal Years:
Fiscal Year 2005 – 2006
&
Fiscal Year 2006 – 2007

Plan Date: November 21, 2005
(Revised, February 22, 2006)

Approved by:



David Raymond, Department Director



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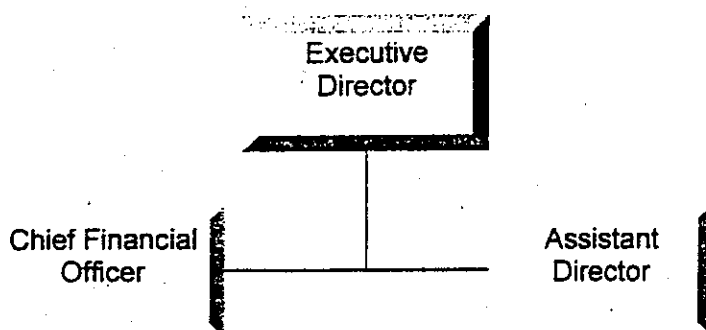
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EXECUTIVE SUMMARY

The Miami-Dade County Homeless Trust is the County-wide coordinating entity for housing and services for homeless individuals and families. The Homeless Trust administers the proceeds of the portion of the one percent Food & Beverage Tax dedicated to homeless activities, as well as Federal, State, and other funding for homeless services. The Homeless Trust advises the Miami-Dade Board of County Commissioners (BCC) on issues related to homelessness, and implements the Miami-Dade County Community Homeless Plan.



Major 05-06 Initiatives

- Implementation of 10 Year Plan to end homelessness via incorporation of additional strategies incorporated into the Dade County Community Homeless Plan
- Expand housing via the completed development of pipeline projects
- Maximize funding for new permanent housing projects; particularly Housing 1st models
- Coordinated Homeless Outreach Model, with a focus on individuals who are experiencing chronic homelessness
- Planning and implementation of G.O.B. projects

Critical Factors

- Funding, Coordination of Resources, Board/Committee Work

INTRODUCTION

Department Purpose/Mission Statement

Administer the proceeds of the portion of the one percent Food and Beverage Tax and other revenue sources dedicated to activities for the homeless; advise the Board of County Commissioners (BCC) on issues related to homelessness; and implement the Miami-Dade County Community Homeless Plan.

Department Description

The Homeless Trust was created in 1993 and is the coordinating entity for services to Homeless individuals and families in Miami-Dade County. We administer Federal, State, and County funding for homeless services, and serve as the State's Homeless Coalition for our County.

The Homeless Trust provides administrative, policy, and pass through functions as related to funding. Services are available for homeless individuals, families, and people at risk of homelessness, within available resources. We do not provide direct services. All services are provided via contract, to 29 agencies, with over 100 active contracts at this time.

The entry to the "Front Door" to our system is via County-Wide Outreach Teams, which are provided via five geographically placed providers: The City of Miami, The City of Miami Beach, Miami-Dade County Department of Human Services, Camillus House and Citrus Health Networks Behavioral Health.

Access to the Outreach Teams is available via a toll free number: 1-877-994 HELP (4357). This number also provides access to homeless prevention services. Calling this number will link persons in need of services with an outreach team in their geographic region within Miami-Dade County. The Outreach Teams also engage homeless individuals and families directly on the street or at other community locations.

New Services/Programs:

- Expansion of Homeless Management Information System
- Implementation of Coordinated Homeless Outreach Model, with a focus on individuals who are experiencing chronic homelessness.
- Obtain funding for new units of permanent supportive housing, targeting individuals experiencing chronic homelessness and homeless families.
- Expansion of new Housing 1st Model
- Through our Housing Committee, develop plan for maximizing and coordinating new GOB resources.

Organization and Staffing Issues

EXECUTIVE DIRECTOR

Responsible for the implementation of policies developed by the Board of the Miami-Dade County Homeless Trust, including the utilization of local, state and federal funds to assist the homeless. Provides Leadership, coordination and administration to the department. Recommends, defines and monitors operating goals, objectives and procedures for the Trust and the Department.

<u>04-05</u>	<u>05-06</u>
6 FTEs	6 FTEs
\$422,500	\$460,800

ASSISTANT DIRECTOR

Manages, and directs all contract monitoring functions. Directs operational activities related to Federal and State grant requirements. Coordinates competitive procurement processes. Provides overall administrative support.

<u>04-05</u>	<u>05-06</u>
7 FTEs	7 FTEs
\$553,900	\$579,200

Departmental Business Plan and Outlook

Department Name: Miami Dade County Homeless Trust

Fiscal Years: 2005/2006 – 2006/2007

Staffing Levels (Optional, if total is included on previous T.O. Chart)

Functional Unit	FY 04-05 Budget (Prior Year)	FY 05-06 Budget (Current Year)
	13	13
Total	13	13

Fiscal Environment

Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year 04-05 Actual	Current Fiscal Year 05-06 Budget	Projection as of November 10, 2005
Revenues			
Food & Beverage	\$10,218	\$9,200	\$9,200
US HUD Grants	\$13,780	\$15,721	\$15,721
State of Florida	\$183	\$511	\$511
Donations	\$200	\$200	\$200
FRC Repayment	\$37	\$37	\$37
Interest Earnings	\$58	\$47	\$47
Capital Reserve	\$413	\$415	\$415
Contingency Reserve	\$366	\$366	\$366
Carryover	\$2,845	\$2,067	\$2,067
Total	\$28,100	\$28,564	\$28,564
Expense			
Salary	\$715	\$823	\$823
Fringe Benefits	\$176	\$217	\$217
Other Operating	\$22,866	\$25,565	\$25,565
Capital	\$4	\$40	\$40
Capital Reserve		\$418	\$418
Contingency Reserve		\$366	\$366
Intra Fund Transfer	\$502	\$83	\$83
Operating Reserve		1052	1052
Total	\$24,263	\$28,564	\$28,564

Departmental Business Plan and Outlook
Department Name: Miami Dade County Homeless Trust
Fiscal Years: 2005/2006 – 2006/2007

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY 04-05 Beginning Year Actual	Prior FY 04-05 Year-end Actual	Current FY 05-06 Year-end Budget
ST 150/155	\$2,845	\$3,052	\$2,056
ST150/150 Capital Reserve	277	413	415
ST150/150 Contingency Reserve	0	366	366
Total	\$3,122	\$3,831	\$2,837

The 1% food and beverage tax proceeds have trended at an almost 7% annual growth for the past 4 years fiscal years. This growth has provided additional funds for our FY 05-06 budget through carryover funds, which based on long term projections, will have to be utilized within the coming years in order to continue to fund all the services which the Homeless Trust currently has available.

Business Environment

The Homeless Trust administers services County-wide.

Additional resources need to be obtained for homeless individuals and families who are chronically homeless, while maintaining our existing funding base; with limited additional resources, this is a challenge.

Medicaid services for community mental health are scheduled to shift from a fee for service system to a pre-paid, capitated plan. This may impact the ability of some of our smaller not-for-profit providers in drawing down required matching funds. We are working with DCF and Medicaid to plan for this transition and explore the impact and solutions to our providers.

Customer Feedback Plan

Based on our annual point-in-time surveys, representing over 2,000 homeless individuals and families in February, 04, (and again in January 2005) wherein overwhelmingly families in particular requested permanent housing rather than transitional-non-treatment housing, the Homeless Trust shifted Food and Beverage resources into permanent housing for the first time in our history. The new Housing model was developed with input from stakeholders.

In January, 2006, the Homeless Trust will administer point-in-time surveys to thousands of homeless individuals and families in our Continuum of Care (CoC). Based on the results of these surveys, as well as our CoC working group which is comprised of service providers, formerly homeless people, Homeless Trust Board members, and advocates, priorities are established which lead to the priorities for our annual funding cycle from U.S. HUD and our overall homeless plan. These priorities and our business plan priorities are all aligned. This process commences in January, 2006 and concludes in April, 2006. All of these processes are fully reviewed, adjusted, and approved by the Homeless Trust Committees and ultimately, the full Trust Board.

Critical Success Factors

*The average revenue growth for the Food and Beverage Tax now stands at approximately 7% over the past four (4) fiscal years. This average growth rate increased significantly due to the unprecedented 9% growth which the tax enjoyed at the close of Fiscal Years 2003 – 2004 and 2004 - 2005. Our expenditures though for the same time period have been increasing on average at approximately 15%. The Trust benefits from an operating reserve of \$3 million at the close of FY 04-05, however projections demonstrate that the operating reserve will be depleted in the coming years. If the Food and Beverage Tax proceeds continue to be collected over our budget projections, 95% of a 3% growth over current year's budget, this reserve may last into future years, however, at some point it will be eroded completely. This would result in a reduction of contracted services, and a reduced inventory of Treatment beds. The Homeless Trust Board, in an abundance of caution has established a contingency reserve account of \$365,800 (as of the close of FY 04-05) in order to prepare for unforeseen drops in the tax in future years. In addition, a Capital Reserve account has also been established in the amount of \$418,500 (as of the close of FY 04-05) for expenses which may have to be absorbed by the Trust for capital repairs to the Homeless Assistance Centers (HAC).

*In order to increase our revenues, The Trust is exploring Revenue Maximization efforts, with our director serving as the Co-Chair of the Alliance for Human Services Revenue Maximization committee.

*Expanding the homeless housing inventory, while faced with the majority of homeless funding from HUD allocated to project renewals, is a challenge. Although HUD raised the funding level for new permanent housing projects to \$2,000,000, which is available for new projects above local communities renewal funding level, all of these funds are allocated competitively and these funds do not meet our requirements for approximately \$6 million/year for 10 years for new funding for low demand and permanent supportive housing for individuals experiencing chronic homelessness. We are however, quite grateful to have \$15 million in GOB funds, which will be utilized for site acquisition (\$2 million) per year to get closer to this goal.

*Expanding the inventory of current pipeline housing projects requires enhanced ongoing communications with OCED/MDHA.

Future Outlook

Development and execution of a Memorandum of Understanding between the Homeless Trust, Department of Corrections, Department of Children and Families/Our Kids, the Public Health Trust, 11th Judicial Circuit, and Mental Health Hospitals, defining discharge planning roles and responsibilities related to homeless individuals. This would also include the modification of Arrest Forms indicating a person is homeless at the time of arrest. The accomplishment of this task would require the participation and agreement of other County Department Directors, other entities, and the support of the County Manager. The newly created Mayor's Mental Health Task Force will be addressing many of these issues and hopefully operationalizing those goals. Implementation of the MOU will result in a reduction in re-institutional rates for the mentally ill, substance abusers, homeless and recently released inmates (HH4-3).

*Implementation of 10 Year Plan to end homelessness will require additional resources. (HH5-1)

THE PLAN

Overview

Our FY 2005/06 – 2006/07 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms.

- Our Countywide Vision of "delivering excellence every day" communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide Mission statement communicates the role of our government. Miami-Dade County's mission statement is "delivering excellent public services that address our community's needs and enhance our quality of life".
- Our Guiding Principles communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our Strategic Themes represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed Goals across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired Outcome or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing Strategies summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).

Departmental Business Plan and Outlook
Department Name: Miami Dade County Homeless Trust
Fiscal Years: 2005/2006 – 2006/2007

- Key Performance Indicators are the measures that express the County's intentions from the Strategic Plan. Associated Key Performance Objectives assign measurable targets and timelines to the key performance indicators while the Performance Measure is the specific unit of measure. Departments may develop Additional Performance Objectives.
- Department Programs/Initiatives (may include activities and tasks) are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- ***Improve Quality of Life***

Supporting these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Programs, Initiatives, and Performance Measures for fiscal year 2006.

Department-related Strategic Plan Goals:

- Promote independent living through early intervention and support services-HH4-3
- Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County-HH5-1

Department-related Strategic Plan Priority Outcomes:

- Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services – HH4-3
- Increased availability of affordable and special needs housing (priority outcome) – HH5-1